

610395866

Md.  
Y 3.  
Ne 39  
:2/Y  
/994

## INTERIM REPORT TO THE GOVERNOR



FROM

## MARYLAND COMMISSION ON NEIGHBORHOODS

SENATOR LARRY YOUNG  
PAUL C. BROPHY  
CO-CHAIRS

DECEMBER 14, 1994

Md. Y 3. Ne 39 :2/Y /994  
Maryland. Commission on  
Neighborhoods.  
Interim report to the

THE UNIVERSITY OF CHICAGO



CHICAGO, ILL.

THE UNIVERSITY OF CHICAGO

THE UNIVERSITY OF CHICAGO  
CHICAGO, ILL.

CHICAGO, ILL.

**Maryland Commission On Neighborhoods - 100 Community Place, Crownsville, MD 21032-2023**

Governor  
**William Donald Schaefer**

Co-Chairs  
**Hon. Larry Young**  
Baltimore City

**Paul C. Brophy**  
Columbia

Members  
**J. Richard Achenback**  
Annapolis  
**Hon. Leon Albin**  
Baltimore County

**Rudy Arredondo**  
Takoma Park

**Jacquelyn D. Cornish**  
Baltimore City

**Sandra E. Crewe**  
Largo

**Iris A. Castellon-Dethmers**  
Easton

**Hon. Floyd S. Elliott**  
Cumberland

**Michael A. Games, Sr.**  
Baltimore County

**Hon. John J. Hafer**  
Frostburg

**Hon. William E. Hanna, Jr.**  
Montgomery County

**Emmanuel S. Holmes**  
Baltimore City

**Philip Humbley**  
Hagerstown

**Betty Hyatt**  
Baltimore City

**Pamela J. Kelly**  
Baltimore City

**Hon. Ruth M. Kirk**  
Baltimore City

**H. Lawrence Lyons**  
Chestertown

**Samuel J. Parker, Jr.**  
Prince George's County

**Frances E. Phipps, PhD**  
Takoma Park

**Vincent P. Quayle**  
Baltimore City

**James K. Rhee**  
Baltimore County

**Jorge L. Ribas, D.V.M.**  
Silver Spring

**Aileen Stamper**  
Prince Frederick

**Hon. Marvin F. Wilson**  
Prince George's County

**December 14, 1994**

**Governor William Donald Schaefer**  
State House  
Annapolis, MD 21401

**Dear Governor Schaefer:**

**On behalf of the Maryland Commission on Neighborhoods, we are pleased to present to you our Interim Report.**

**In accordance with your charge, your Commission has identified, through extensive public consultation, those factors contributing to neighborhood stability and decline in urban, suburban, and rural areas; organized and sponsored a statewide conference on neighborhood revitalization; and developed a 20 point Action Agenda that recommends specific Executive and Legislative actions to promote and strengthen the health of neighborhoods across Maryland. We believe that this Neighborhood Action Agenda represents a comprehensive, but well-focused program to address and improve the quality of life in our neighborhoods.**

**The Commission extends our appreciation to you, Governor, for your support of our efforts. We also wish to thank Secretary Jacqueline H. Rogers, Secretary of the Maryland Department of Housing and Community Development, for her invaluable help in providing the personnel and resources necessary to enable our work to succeed.**

**Sincerely,**

*Larry Young*  
**Senator Larry Young**  
Co-Chair

*Paul Brophy*  
**Paul C. Brophy**  
Co-Chair



# TABLE OF CONTENTS

MEMBERS OF THE MARYLAND COMMISSION ON NEIGHBORHOODS AND STAFF	1
EXECUTIVE SUMMARY	3
INTRODUCTION	10
THE CHARGE AND MISSION OF THE MARYLAND COMMISSION ON NEIGHBORHOODS	11
THE DELIBERATION PROCESS	13
FINDINGS	16
RECOMMENDATIONS: AN AGENDA FOR STATE ACTION	18
APPENDICES	
A. Executive Order Creating the Maryland Commission on Neighborhoods	31
B. Program for the Maryland Commission on Neighborhoods	35

**MEMBERS OF MARYLAND COMMISSION ON NEIGHBORHOODS****APPOINTED COMMISSION MEMBERS**

**Paul Brophy**  
Commission Co-Chair  
Columbia

**Senator Larry Young**  
Commission Co-Chair  
Baltimore

**Richard Achenback**  
Annapolis

**Delegate Leon Albin**  
Baltimore

**Rudy Arredondo**  
Takoma Park

**Jacquelyn Cornish**  
Urban Committee Co-Chair  
Baltimore

**Sandra Edmonds Crewe**  
Prince George's County

**Iris Castellon-Dethmers**  
Small Town and Rural Neighborhoods  
Co-Chair  
Easton

**Floyd Elliott**  
Cumberland

**Michael Gaines**  
Suburban Committee Co-Chair  
Baltimore

**Senator John Hafer**  
Small Town and Rural Neighborhoods  
Co-Chair  
Frostburg

**William E. Hanna, Jr.**  
Montgomery County

**Emmanuel Holmes**  
Baltimore

**Rev. Philip Hundley**  
Hagerstown

**Betty Hyatt**  
Baltimore

**Pamela Kelly**  
Baltimore

**Delegate Ruth Kirk**  
Baltimore

**Lawrence Lyons**  
Chestertown

**Samuel Parker**  
Urban Committee Co-Chair  
Upper Marlboro

**Frances Phipps**  
Takoma Park

**Vincent Quayle**  
Baltimore

**James Kyoungski Rhee**  
Towson

**Dr. Jorge Ribas**  
Suburban Committee Co-Chair  
Montgomery County

**Ailene Stamper**  
Prince Frederick

**Marvin Wilson**  
Prince George's County

**EX OFFICIO COMMISSION MEMBERS**  
**Caroline Ellis**  
Maryland Office on Aging

**Richard Ferrara**  
Department of Housing and Community  
Development

**James Gatto**  
Department of Economic and Employment  
Development

**Roscoe Herring**  
Office of the Governor

**James Thomas**  
Maryland Office of Planning

**STAFF SUPPORT FOR THE COMMISSION****Community Assistance Administration**

Tara Clifford  
 Harriet Hertz  
 Raymond Krasnick  
 Evangeline Redding  
 Valerie Threlfall  
 Jennifer Wittman

**Office of DHCD Secretary**

Nikki Smith

**Office of Public Information**

Darlene Bryant  
 Lori Dunn  
 Sue Gregson  
 Cecelia Jones  
 Brian Prince  
 Gary Tavin  
 Dave Tillman

**Department of Legislative Reference**

Kevin Holland  
 Simon Powell

**Office of Assistant Attorney General**

Beth Woodland-Hargrove

**Urban Ventures**

Stuart Hershey  
 Karen Salmon

**Development Training Institute**

Joseph McNeely

## EXECUTIVE SUMMARY

Maryland's neighborhoods are the building blocks of our State; the health of our cities, towns and counties is totally dependent on the vitality of our individual neighborhoods. If we are to revitalize our troubled communities, we must do so on a neighborhood by neighborhood basis.

Maryland has neighborhoods that work well, that are moderately successful and that are in desperate need of revitalization. The challenge facing the Commission on Neighborhoods is to identify what specific things make Maryland's neighborhoods successful, and to recommend ways to replicate these successes in neighborhoods throughout the State.

This report summarizes the work that Maryland's Commission on Neighborhoods has completed to date, and details the Commission's findings and recommendations.

### THE COMMISSION'S CHARGE AND MISSION

The Maryland Commission on Neighborhoods was established by Governor William Donald Schaefer by an Executive Order signed in February 1994. The Commission was given the following charge:

- To identify the factors that lead to neighborhood vitality or decline in urban, suburban and rural areas;
- To organize and sponsor a State-wide conference on neighborhood revitalization;
- To submit a report to the Governor which identifies factors contributing to neighborhood decline and recommends State actions to revitalize, promote and strengthen neighborhoods.

The Commission adopted the following mission statement:

***To establish a Maryland Neighborhood Agenda—that is driven by Maryland citizens, and supported by state executive and legislative action and the private sector—in order to promote a greater quality of life statewide.***

The Commission on Neighborhoods also adopted the following objectives:

- *To identify and understand the strengths and the weaknesses of neighborhoods in Maryland;*
- *To create a system that will allow Maryland neighborhoods to learn from one another;*
- *To evaluate and redefine the role of state government in meeting the unique needs of Maryland neighborhoods;*
- *To build a broad and diverse constituency that will promote the Maryland Neighborhood Agenda through 1995 and beyond.*

The Commission on Neighborhoods is comprised of 30 members, including the following:

- 21 community leaders,
- 4 members of the General Assembly, and
- 5 ex-officio representatives from State agencies.

The co-chairs of the Commission on Neighborhoods are Senator Larry Young of Baltimore City and Paul C. Brophy, a Maryland-based, private sector housing and community development consultant.

## THE COMMISSION'S DELIBERATION PROCESS

The Commission's work included the following:

- *The creation of three standing committees—Small Towns and Rural, Suburban and Urban—which allowed Commissioners to explore neighborhood issues applicable to their type of community;*
- *Regional meetings, which were held in six locations throughout the State to obtain input from neighborhood leaders and concerned citizens, and were attended by a total of 141 people;*
- *A Statewide Neighborhood Conference, in October 1994, which was attended by over 225 people, and which dealt with such issues as neighborhood business revitalization, motivating youth, organizing*

against crime and drugs, grassroots leadership, and partnering with local lenders;

- **A neighborhood award competition**, to recognize and promote successful neighborhoods, in which 15 neighborhoods throughout the State were honored.

## FINDINGS

Much of the Commission's work focused on identifying the characteristics of neighborhoods that work in Maryland—as well as those of neighborhoods that need improvement.

The attributes of successful neighborhoods in Maryland include the following:

- **Jobs and Business Issues**, including stable employment opportunities, business involvement in the community, and easily accessible neighborhood retail establishments;
- **People and Place Issues**, including a spirit of cooperation and communication; resident pride in their properties, streets, and communities; and powerful anchors such as community centers, libraries, or historic or otherwise beautiful buildings;
- **Grassroots Leadership Issues**, including active neighborhood associations and religious institutions; and
- **Finance Issues**, including a coordinated funding plan, and adequate financing for neighborhood housing, economic empowerment, education and other needed programs.

## RECOMMENDATIONS: AN AGENDA FOR STATE ACTION

The Maryland Commission on Neighborhoods is recommending a 20-item Agenda for State action to revitalize, promote, and strengthen Maryland's neighborhoods. These recommendations are divided into five categories:

- Comprehensive Neighborhood Development,
- Jobs and Business Issues,
- People and Place Issues,

- **Grassroots Leadership Issues, and**
- **Finance Issues.**

Most of the recommendations can be implemented within the framework of existing programs, legislation, and budget authority. A modest amount of new State funds would be needed, for new programs or expansions of existing efforts. These new funds total \$872,095 in supplemental appropriations requests for Fiscal Year 1996, plus up to \$5 million in business tax credits (a revenue adjuster, not an appropriation).

The Commission's recommended 20-item Agenda for State Action includes the following:

***Comprehensive Neighborhood Development***

1. ***Initiate a Pilot Project in three neighborhoods to develop and implement a multifaceted strategy to deal with the critical problems confronting our neighborhoods and improve the quality of life of the residents.***

The project would target existing State and federal financial resources for three needy pilot neighborhoods, and would couple the resources or the neighborhoods with local and private resources. The pilot would test and fine tune holistic approaches to neighborhood development that work, with the hope that this comprehensive approach could eventually be implemented state-wide.

The pilot would involve the following steps:

- **selecting three target neighborhoods by the Commission,**
- **identifying and analyzing the factors affecting growth, decline and stability of the target neighborhoods,**
- **developing a multifaceted strategy for improving or reversing neighborhood decline in the target areas,**
- **implementing the neighborhood improvement strategy in the three target neighborhoods and targeting resources there,**
- **summarizing the results of the project, and making recommendations for implementing the program state-wide, if appropriate.**

The pilot project would last two years, from January 1995 through December 1996, consistent with the term of the Commission. The Commission recommends that \$100,000 per year in new funding be allocated for staff and consultants to implement the project.

### ***Jobs and Business***

2. *Provide \$359,095 in increased funding for the Main Street Improvement Program, which supports neighborhood economic development.*
3. *Require State agencies to attempt to insure that a minimum of 10 percent of State-procured public works projects and State-financed economic and community development projects go to contractors, businesses and employees from neighborhoods within the locality in which the project is located.*
4. *Double the number of State-funded summer youth employment slots, target them to neighborhood improvement projects, and involve neighborhood associations in the placement process.*
5. *Create a two-year, \$75,000 demonstration loan program for micro-enterprise development in a few targeted neighborhoods, to be funded out of existing CDBG funds.*

### ***People and Place***

6. *Foster neighborhood pride (a cornerstone of neighborhood success) by sponsoring a neighborhood festival contest and an annual neighborhood award.*
7. *Set aside 20 percent of the funds allocated to each specific DHCD and DEED program for distressed neighborhoods.*
8. *Support incentives in DHCD/CDA programs for moderate income households to move into targeted distressed neighborhoods.*
9. *Expand the efforts of the Maryland Community Crime Prevention Institute in training and supporting local Neighborhood Watch groups by providing an additional \$58,000 in funding to the Institute.*
10. *Expand the State's Drug Free Zone legislation, which calls for increased penalties for drug offenses near schools, to cover areas surrounding licensed child care centers, encourage anonymous tips, and strengthen enforcement and community education.*

11. *Encourage localities to deal more effectively with blighted or vacant properties in their neighborhoods by:*
  - a. *Encouraging local governments to strengthen their enforcement of livability standards;*
  - b. *Supporting increased eminent domain authority for localities other than Baltimore City;*
  - c. *Considering the enactment of a State law which would authorize municipalities to implement a split-rate taxation plan under which vacant land and deteriorated properties are taxed at a higher rate than improved properties.*

#### **Grassroots Leadership**

12. *Support training and peer-to-peer networking for staff and others in neighborhood-based organizations and local governments.*
  - a. *Seed the creation of a new Maryland Association of Neighborhood Organizations (MANO) or support existing groups that are already providing networking services to these constituencies.*
  - b. *Convene a consortium of state trainers to assess the training needs of staff and others in non-profit development organizations and local governments working in neighborhood-based affordable housing, and develop jointly sponsored training.*
  - c. *Support computer networks designed to link neighborhood leaders with each other.*
  - d. *Develop a radio talk program for neighborhoods.*
  - e. *Hold a Governor-convened conference of the Interfaith community to discuss their role in neighborhood stabilization.*
  - f. *Convene a State workshop to discuss the proliferation of units subsidized under the HUD Section 8 program in some neighborhoods.*
13. *Encourage volunteerism in neighborhoods by using the Americorps program.*

**14. Modify the Office of Planning's charge as follows:**

- a. Include a neighborhood focus in the mission statement;**
- b. Require local comprehensive plans to address neighborhood issues;**
- c. Appoint three neighborhood representatives to the State's Economic Growth Resource Protection Planning Act Commission.**

**15. Create a Sub-Cabinet on Neighborhoods, and have each State Executive Department head report to the sub-cabinet on how they can modify their existing programs to have a greater positive impact on neighborhoods.****16. Permit State employees to work as interns in community organizations, to become more understanding of neighborhood needs and to build the capacity of community organizations.****Finance****17. Adopt a Neighborhood Assistance Program to give tax credits (with a combined annual cap of up to \$5 million) to businesses that:**

- a. Create new jobs that hire long-term unemployed persons in distressed neighborhoods; OR**
- b. Make monetary or other contributions to community-based organizations.**

**18. Expand the School-Community Center Program, which encourages after-hours use of schools for neighborhood activities, by providing an additional \$355,000 in funding for this effort.****19. Set aside 0.5 percent of DEED's pool of financing programs funded with General Funds for capacity-building and operating support for non-profit organizations undertaking neighborhood commercial activities.****20. Reward financial institutions in Maryland that have Outstanding Ratings on their Community Reinvestment Act reviews by increasing deposits of State funds in those institutions.**

## INTRODUCTION

Neighborhoods are literally the building blocks of our State. We each live in a town, city or county, but at their base, these local government entities are all comprised of people living in neighborhoods. The overall health of our State and its localities is completely dependent on the vitality of our individual neighborhoods.

Many believe that Maryland is America in miniature. Certainly, Maryland's neighborhoods are diverse, and represent a broad mix of geographic, income, racial, ethnic, educational and social attributes.

Like most other states, Maryland has neighborhoods that work well, those that are in desperate need of revitalization, and those that are somewhere in the middle. The challenge facing the Commission on Neighborhoods is to identify what specific things make Maryland's neighborhoods successful, and to recommend ways to replicate these successes in neighborhoods throughout the State.

This report summarizes the work that Maryland's Commission on Neighborhoods has completed to date. The report includes the following:

- A description of the Commission's charge and mission;
- The Commission's deliberation process;
- The Commission's findings; and
- The Commission's recommendations.

Each of these sections is detailed below.

One additional introductory note: Throughout the Commission's deliberations, the neighborhood issues identified by Commissioners fell into four core categories:

- Jobs and Business issues,
- People and Place issues,
- Grassroots Leadership issues, and
- Finance issues.

These core categories comprise the framework for the findings and recommendations sections below.

## **THE CHARGE AND MISSION OF THE MARYLAND COMMISSION ON NEIGHBORHOODS**

### **THE CHARGE**

The Commission on Neighborhoods was established by Executive Order 01.01.1994.09, signed by Governor William Donald Schaefer, on February 9, 1994 (see Appendix A).

According to the Executive Order, the Commission on Neighborhoods was given the following charge:

- To identify the factors that lead to neighborhood vitality or decline in urban, suburban and rural areas;
- To organize and sponsor a State-wide conference on neighborhood revitalization, including neighborhood leaders and residents, community-based nonprofit organizations, State and local officials, and private business people; and
- To submit a report to the Governor which describes the activities of the Commission and the Neighborhood Revitalization Conference, identifies factors contributing to neighborhood decline, and recommends State actions to revitalize, promote and strengthen neighborhoods.

The Executive Order calls for the Commission on Neighborhoods to continue through December 1996.

The Commission on Neighborhoods is comprised of 30 members, including the following:

- 21 community leaders,
- 4 members of the General Assembly, and
- 5 ex-officio representatives from State agencies.

The co-chairs of the Commission on Neighborhoods are Senator Larry Young of Baltimore City and Paul C. Brophy, a Maryland-based, private sector housing and community development consultant.

## THE MISSION

The Commission on Neighborhoods adopted the following mission statement:

***To establish a Maryland Neighborhood Agenda—that is driven by Maryland citizens, and supported by state executive and legislative action and the private sector—in order to promote a greater quality of life statewide.***

The Commission on Neighborhoods also adopted the following objectives:

- ***To identify and understand the strengths and the weaknesses of neighborhoods in Maryland;***
- ***To create a system that will allow Maryland neighborhoods to learn from one another;***
- ***To evaluate and redefine the role of state government in meeting the unique needs of Maryland neighborhoods;***
- ***To build a broad and diverse constituency that will promote the Maryland Neighborhood Agenda through 1995 and beyond.***

## THE DELIBERATION PROCESS

The process involved the following:

- Meetings of the full Commission on Neighborhoods,
- Committee meetings,
- Executive Committee meetings,
- Regional meetings,
- A statewide Conference on Neighborhoods, and
- A Neighborhood Award Competition.

Each of these is described below.

### THE FULL COMMISSION ON NEIGHBORHOODS

The Commission on Neighborhoods met six times in 1994, in March, April, June, August, October and November. At these meetings, the Commission developed a mission statement, adopted a committee structure and made committee assignments, considered the advise of distinguished outside speakers, reviewed committee findings, planned the neighborhood conference, and reviewed and adopted this report.

### COMMITTEES

The Commission created three standing committees: Small Towns and Rural Neighborhoods, Suburban Neighborhoods, and Urban Neighborhoods. These committees were designed to explore neighborhood issues applicable to their particular geographic setting, and each Commissioner participated in the standing committee that was most applicable. The standing committees each met two to four times.

## **THE EXECUTIVE COMMITTEE**

Two co-chairs were appointed to head each standing committee. The committee co-chairs and the Commission co-chairs functioned as an executive committee to handle Commission business between Commission meetings.

## **REGIONAL MEETINGS**

Each committee also sponsored two Regional Meetings in their geographic area to obtain input from neighborhood leaders and concerned citizens. Speakers were urged to focus on the strengths and weaknesses of neighborhoods in their areas. Questionnaires were mailed to potential participants along with notices of the meeting, and these results were tabulated separately. These are summarized in the Findings section below.

The following Regional Meetings were held:

- Easton: June 9, 1994;
- Cumberland: June 23, 1994;
- Baltimore City: July 27, 1994;
- Columbia: September 14, 1994;
- Glenarden, September 21, 1994; and
- Baltimore City, September 22, 1994.

A total of 141 people attended these six regional meetings.

## **NEIGHBORHOOD CONFERENCE**

The Commission also organized and sponsored Maryland's first Neighborhood Conference on October 15, 1994, at the University of Maryland Medical School Teaching Facility in Baltimore. The Conference also had two corporate sponsors: Fannie Mae and NationsBank.

The Conference featured national speakers, technical assistance workshops, a gubernatorial debate, and a neighborhood exposition. There were sessions on the following issues:

- **Jobs and Business:** Neighborhood business revitalization;
- **People and Place:** Motivating youth, organizing against crime and drugs, and housing;
- **Grassroots Leadership:** developing citizens into neighborhood leaders; and
- **Finance:** Partnering with local lenders.

Over 225 people attended the Conference, including neighborhood leaders, local business people, State and local government officials, and concerned citizens. A conference program is included in Appendix B.

### **NEIGHBORHOOD AWARD COMPETITION**

Finally, the Commission sponsored a Neighborhood Award Competition to recognize and promote successful neighborhoods throughout the state. Forty nominations were submitted, and the winners are listed below.

The following five nominees received Best Neighborhood Awards:

1. Belair-Edison Community Association, Baltimore City
2. Indian Spring Citizens Association, Montgomery County
3. Jonathan Street Community Enrichment Coalition, Hagerstown
4. Takoma Park, Prince George's and Montgomery Counties
5. Westside Neighborhood, Cumberland

The following nominees received Ten Outstanding Neighborhoods Awards:

1. Town of Brookeville, Montgomery County
2. Curtis Bay Community Association, Baltimore City
3. East-End Neighborhood Association, Easton
4. Eastport neighborhood, Annapolis
5. Holly Manor Improvement Association, Baltimore City
6. Johnston Square, Baltimore City
7. Little Italy, Baltimore City
8. Lock Raven Village, Baltimore City
9. Meade Village, Anne Arundel County
10. Seasons Homeowners Association, Prince George's County

## FINDINGS

In accordance with the Executive Order signed by the Governor, the Commission on Neighborhoods worked diligently to identify the characteristics of neighborhoods that work in Maryland—and of those that need improvement. These issues were discussed by Commissioners at their full Commission on Neighborhood and Executive Committee meetings, at Committee and Regional Meetings, and at the State Conference on Neighborhoods. These issues fell into four core categories.

- *Jobs and Business issues,*
- *People and Place issues,*
- *Grassroots Leadership issues, and*
- *Finance issues.*

The Commission's key findings are summarized below.

ISSUE CATEGORY	CHARACTERISTICS OF SUCCESSFUL NEIGHBORHOODS	CHARACTERISTICS OF PROBLEM NEIGHBORHOODS
<b>Jobs and Business</b>		
	Stable employment	Lack of job opportunities
	Businesses involved in the community	Few businesses involved
	Easily accessible neighborhood retail	No accessible area shopping
<b>People and Place</b>		
	Cooperation and commitment	Apathy
	Resident pride in their property, street and neighborhood	Houses and streets that lack upkeep

ISSUE CATEGORY	CHARACTERISTICS OF SUCCESSFUL NEIGHBORHOODS	CHARACTERISTICS OF PROBLEM NEIGHBORHOODS
<b>People and Place (Continued)</b>	Convenient to shopping, work, schools, recreation, etc.	Poor location for shopping, work, schools, etc.
	Open communication	Sense of powerlessness and lack of communication
	Diversity	Intolerance
	Security	Crime
	Good housing	Bad housing
	Anchors: Community centers, stores, libraries, or historic or otherwise beautiful buildings	No sense of stabilizing buildings and locations for congregating, learning, socializing, and conducting business.
	Good public services	Poor public services
<b>Grassroots Leadership</b>		
	Strong neighborhood organizations	Weak or no neighborhood organizations
	Open communication	Powerlessness
<b>Finance</b>		
	Homeownership	Little homeownership
	Good schools	Lack of quality education
	Economic empowerment	Few resources to make improvements
	Coordinated funding plan	No coordinated funding effort

**RECOMMENDATIONS: AN AGENDA FOR STATE ACTION**

In response to these findings, and in accordance with the Executive Order signed by the Governor, the Commission on Neighborhoods is recommending a 20-item Agenda for State Action to revitalize, promote and strengthen Maryland's neighborhoods.

There are four different types of actions that the State can take to strengthen neighborhoods:

- **Execute** — The agencies in the State's Executive Branch can use their current legal and budgetary authority to modify existing programs to make them more responsive to Maryland's neighborhoods.
- **Legislate** — The State Legislature can adopt new programs and laws, or amend existing laws, to improve Maryland's neighborhoods.
- **Budget** — The State can provide budget authority to new or existing programs that benefit Maryland's neighborhoods.
- **Lead** — State officials can use their positions to exercise the leadership that is necessary to develop partnerships with local governments, businesses, foundations and others to work together to improve Maryland's neighborhoods.

As in the Findings section above, the Commission's recommendations are divided into four core categories:

- **Jobs and Business Issues;**
- **People and Place Issues;**
- **Grassroots Leadership Issues; and**
- **Finance Issues.**

A fifth category of recommendation, Comprehensive Neighborhood Development, describes a proposed Pilot Project which would deal with these issues in a few target neighborhoods in a more wholistic fashion.

Most of the recommendations can be implemented within the framework of existing programs, legislation, and budget authority. A modest amount of new State funds would be needed, for new programs or expansions of existing efforts; these total \$872,095 in supplemental appropriations requests for Fiscal Year 1996, plus up to \$5 million in business tax credits (a revenue adjuster, not an appropriation).

The Pilot Project is summarized on the following page. The remaining items in the 20-point Agenda for State Action are summarized on the pages following the Pilot Project summary.

**PILOT PROJECT SUMMARY**

- WHO:** The Maryland Commission on Neighborhoods, in cooperation with the State government, in particular DHCD, DEED, and DHR, along with three Maryland neighborhoods and their respective citizens and businesses, proposes to undertake a pilot project designed to improve the quality of life in three targeted neighborhoods.
- WHY:** The purpose of the project is to develop and implement a multifaceted strategy to address the critical problems confronting three target neighborhoods. The strategy includes the leveraging of existing State and federal financial resources; improving coordination among State agencies, local authorities and the private sector; identifying successful revitalization strategies and replicating them; and creating new programs, where appropriate, tailored to the needs of the target neighborhoods.
- WHAT:** The project specifically targets existing State and federal financial resources to three neighborhoods. These resources will be coupled with local and private resources in each of the communities.
- WHERE:** The project is to be undertaken in three Maryland neighborhoods: one urban, one suburban, and one rural.
- WHEN:** The project will last two years, beginning in January 1995 and ending in December 1996, concurrent with the term of the Commission.
- HOW:** The project will occur in the following five phases: (1) solicit and select the three target neighborhoods by the Commission on Neighborhoods; (2) analyze the factors and conditions affecting growth, decline and stability in the selected neighborhoods; (3) develop a strategy and process for improving each of the neighborhoods, and publish this as an interim report; (4) implement the strategies in the target neighborhoods, and target the necessary public and private resources to bring about change; (5) prepare a summary report on the project by the Commission for presentation to the Governor and General Assembly, which would include recommendations for implementing the program state-wide, if appropriate.

It is anticipated that the funds needed to implement the strategies in the target neighborhoods will come from existing programs and appropriations, and that new program funds will not be sought. The Pilot Project would, however, require \$100,000 per year in administrative funds for staff and consultants, who will provide technical assistance to the target neighborhoods and oversee the project.

## AGENDA FOR STATE ACTION

	EXECUTIVE Policies	LEGISLATIVE Authorizations	FY 96 BUDGETARY Actions	OTHER
<b>COMPREHENSIVE NEIGHBORHOOD DEVELOPMENT</b>				
1. Initiate Pilot Project in three neighborhoods. (See one page summary on previous page.)	X		New administration should request a supplemental appropriation of \$100,000 per year for staff and consultants.	
<b>JOBS AND BUSINESS</b>				
2. Substantially increase funding for Main Street Improvement Program to support neighborhood economic development.			New administration should request a supplemental appropriation of \$359,095 in DHCD's budget for this item.	

	EXECUTIVE Policies	LEGISLATIVE Authorizations	FY 96 BUDGETARY Actions	OTHER
3. Require State Agencies to "try to achieve the result that a minimum of 10 percent of the dollar value" of State-procured public works projects and State-financed economic and community development projects go to contractors, businesses and employees from neighborhoods within the locality in which the project is located (The language in quotes is from the State's MBE law). Examples of projects to be included under this law would be road construction projects funded under DOT contracts, and DHCD- and DEED-financed housing and business development projects.		X		
4. Double the number of State-funded summer youth employment slots and target to neighborhood improvement projects; institute job training apprenticeships; and allow neighborhood associations (not just localities) to be involved in the placement process for both State- and Federally-funded programs.	Expand Governor's Initiative			
5. Create two-year \$75,000 demonstration for micro-enterprises lending in a few targeted neighborhoods (e.g., loans of \$500-\$2,000 to home-based cottage businesses, such as day care or lead paint testing). If necessary, use the \$75,000 to leverage other private resources.	Promote use of existing State-controlled CDBG Small Cities resources for this activity.			Encourage entitlement localities to promote use of their existing CDBG resources for this activity.

	EXECUTIVE Policies	LEGISLATIVE Authorizations	FY 96 BUDGETARY Actions	OTHER
<b>PEOPLE AND PLACE</b>				
6. Foster neighborhood pride (a cornerstone of neighborhood success) by sponsoring a neighborhood festival contest and an annual neighborhood award, funded by private foundations and/or local sponsors (such as the Board of Realtors).	Include neighborhood festivals as part of CD Month			
7. Set aside 20 percent of the funds allocated to each specific DHCD and DEED program for distressed neighborhoods. Neighborhoods selected under the Pilot Project (see #1 above) should receive priority. DHCD and DEED should also coordinate more closely with each other about allocating resources to distressed neighborhoods.	X			
8. Support incentives in DHCD/CDA programs for moderate income households to move into targeted distressed neighborhoods.		Change DHCD law to broaden income limits.		
9. Expand the work of the Maryland Community Crime Prevention Institute in the State's Department of Public Safety and Correctional Services involving training and support of local Neighborhood Watch groups.			New administration should request a supplemental appropriation for a 50% increase (\$58,000) for MCCPI.	Involve MACO, MML and others in publicizing MCCPI's new toll-free information phone number.

	EXECUTIVE Policies	LEGISLATIVE Authorizations	FY 96 BUDGETARY Actions	OTHER
10. Expand State's Drug Free Zone legislation, which calls for increased penalties for drug offenses near schools, to cover the areas surrounding licensed child care centers. The law should also create a telephone hotline for anonymous tips, require this phone number to be added to the Drug Free Zone signs, strengthen enforcement, and include a public education component.		X		
11. Encourage localities to deal more effectively with blighted and/or vacant properties in their neighborhoods.  a. Encourage local governments to strengthen their enforcement of "livability" standards for renter- and owner-occupied properties.  b. Strengthen local government's ability to deal with individual blighted properties in neighborhoods by supporting increased eminent domain authority for localities other than Baltimore City.	Link local governments' performance on enforcing their livability code to State's criteria for CDBG Small Cities Program.	Support MML's initiative on Eminent Domain.		

	EXECUTIVE Policies	LEGISLATIVE Authorizations	FY 96 BUDGETARY Actions	OTHER
c. Enact State law which authorizes municipalities to create tax incentives for owners of vacant land or land with properties of little value to develop or improve their properties. Under this plan, called land value or split-rate taxation, vacant land and deteriorated properties are taxed at a higher rate than improved properties.		There should be further study on the impact this proposal would have on neighborhoods throughout the state. This could be part of a broader analysis of state tax issues which the Legislative leadership is considering.		
<b>GRASSROOTS LEADERSHIP</b>				
12. Support training and peer-to-peer networking for staff in nonprofit neighborhood-based development organizations and local governments, and convene conferences on special topics.	X			
a. Seed creation of a new MD Association of Neighborhood Organizations (MANO) or support existing groups that are already serving these constituencies, e.g., MAHRA or MLIHC. Link members via quarterly newsletter and annual conference, and electronically through libraries.				

	EXECUTIVE Policies	LEGISLATIVE Authorizations	FY 96 BUDGETARY Actions	OTHER
b. Convene consortium of state trainers (DHCD, MML, MACO, MAHRA, MLHC, Institute for Government Services, Realtors, State Universities, and others) to assess the training needs of staff in Maryland's nonprofits; local elected and appointed officials in neighborhood-based housing, ED, and zoning issues; and develop jointly-sponsored training.	X			
c. Support computer networks designed to link neighborhood leaders with each other and to disseminate information valuable to neighborhoods, libraries and others. Get DHCD hooked into the Internet.	Support information systems designed by and maintained by nonprofit sector.			
d. Develop radio talk program for neighborhoods.	X			X
e. Hold a Governor-convened conference of the interfaith community to discuss their role in neighborhood stabilization, including housing and economic development.	X			

	EXECUTIVE Policies	LEGISLATIVE Authorizations	FY 96 BUDGETARY Actions	OTHER
f. Convene a State workshop to discuss the proliferation of units subsidized under the HUD Section 8 program in some neighborhoods. This should be done under the auspices of DHCD's Secretary, and should include tenant training, community-based code enforcement, promotion of Family Self-Sufficiency (helping families move out of assisted housing), and dealing with economically integrated neighborhoods. The strategy of density reduction and HUD Fair Housing requirements should also be supported.	X			Maryland Public TV
13. Encourage volunteerism in neighborhoods by using Americorps program, to be coordinated by Maryland Association of Neighborhood Organizations (MANO) or an existing organization such as MAHRA or MLHC.				X

	EXECUTIVE Policies	LEGISLATIVE Authorizations	FY 96 BUDGETARY Actions	OTHER
<p>14. Modify Office of Planning's charge as follows:</p> <ul style="list-style-type: none"> <li>a. Include neighborhood focus in mission statement.</li> <li>b. Require local comprehensive plans to address neighborhood issues.</li> <li>c. Appoint three neighborhood representatives from an urban, suburban and rural area to the 13 member State's Economic Growth Resource Protection Planning Act Commission.</li> </ul>		<p>X</p> <p>X</p> <p>Appointments to vacancies in 1995 should focus on this group.</p>		X
<p>15. Create Sub-Cabinet on Neighborhoods. Have each State Executive Department head report to the Sub-Cabinet, by June 30, 1995, on how they can modify their existing programs to have a greater positive impact on neighborhoods.</p>	X	X		X
<p>16. Permit State employees to work as interns for two to six weeks in community organizations to become more understanding of neighborhood needs and to help build the capacity of community organizations.</p>	X			

	EXECUTIVE Policies	LEGISLATIVE Authorizations	FY 96 BUDGETARY Actions	OTHER
<b>FINANCE</b>				
17. Adopt a Neighborhood Assistance Program to give tax credits to businesses that:  a. Create new jobs or hire long-term unemployed in distressed neighborhoods  OR  b. Make monetary or other contributions to community-based organizations.		X	New administration should support a tax credit program with an annual ceiling of \$5 million for the two programs combined.	
18. Expand the School-Community Center Program, which encourages after-hours use of schools for neighborhood and recreational activities.			New administration should request a supplemental appropriation for a 50% increase (\$355,000) for Dept. of Education for this program.	
19. Set aside 0.5 percent of DEED's pool of financing programs funded with General Funds for capacity-building and operating support for nonprofit organizations undertaking neighborhood commercial activity (modelled on DHCD's capacity building programs funded by a portion of CDA's General Funded programs).		X		

	EXECUTIVE Policies	LEGISLATIVE Authorizations	FY 96 BUDGETARY Actions	OTHER
20. Reward financial institutions in Maryland that have Outstanding Ratings on their Community Reinvestment Act reviews by increasing deposits of State funds in those institutions, i.e., this should be included in criteria for evaluating proposals for the State's general banking services. (Note: There was not consensus among Commissioners on this point. Some Commissioners preferred that the reward go to institutions with Satisfactory Ratings. Nevertheless, a majority of Commissioners voted to include this recommendation in the report.)				State Treasurer
<b>TOTAL</b>			\$872,095 (Plus up to \$5 million in business tax credits)	



# The State of Maryland

## Executive Department

EXECUTIVE ORDER  
01.01.1994.09

Commission on Neighborhoods  
(Amends Executive Order 01.01.1993.29)

WHEREAS, The Commission on Neighborhoods was established by Executive Order 01.01.1993.29;

WHEREAS, It has been determined that several changes to the Commission would increase its effectiveness; and

WHEREAS, It is in the best interest of the State to increase the membership of the Commission, to add several agencies of the State as ex-officio members to the Commission, to have the Governor appoint Co-Chairpersons, and to make other changes to the Executive Order;

NOW, THEREFORE, I, WILLIAM DONALD SCHAEFER, GOVERNOR OF THE STATE OF MARYLAND, BY VIRTUE OF THE AUTHORITY VESTED IN ME BY THE CONSTITUTION AND LAWS OF MARYLAND, HEREBY PROCLAIM THE FOLLOWING EXECUTIVE ORDER, EFFECTIVE IMMEDIATELY:

A. There is a State Commission on Neighborhoods in the Department of Housing and Community Development.

[B. The Commission consists of 15 members of whom:

(1) Eleven shall be appointed by the Governor;

(2) Two shall be appointed by the President of the Senate;

and

(3) Two shall be appointed by the Speaker of the House of Delegates.]

B. MEMBERSHIP AND PROCEDURES:

1. THE COMMISSION SHALL CONSIST OF A TOTAL OF 26 MEMBERS, 22 OF WHOM SHALL BE APPOINTED BY THE GOVERNOR, 2 MEMBERS SHALL BE APPOINTED BY THE PRESIDENT OF THE SENATE OF

RECEIVED

FEB 16 1994

SECRETARY  
HOUS. AND COMM. DEV.

MARYLAND, AND 2 MEMBERS SHALL BE APPOINTED BY THE SPEAKER OF THE HOUSE OF DELEGATES.

2. IN ADDITION TO THE MEMBERS APPOINTED PURSUANT TO SECTION B(1), THE FOLLOWING INDIVIDUALS, OR THEIR DESIGNEES, SHALL BE EX-OFFICIO MEMBERS OF THE COMMISSION:

(A) THE GOVERNOR;

(B) THE SECRETARY OF THE DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT;

(C) THE SECRETARY OF THE DEPARTMENT OF ECONOMIC AND EMPLOYMENT DEVELOPMENT;

(D) THE DIRECTOR OF THE MARYLAND OFFICE OF PLANNING; AND

(E) THE DIRECTOR OF THE OFFICE ON AGING.

3. THE GOVERNOR SHALL SELECT TWO INDIVIDUALS TO SERVE AS CO-CHAIRPERSONS OF THE COMMISSION.

4. IN THE EVENT OF A VACANCY, THE GOVERNOR MAY APPOINT A SUCCESSOR.

5. THE GOVERNOR MAY REMOVE ANY MEMBER OF THE COMMISSION FOR ANY CAUSE AFFECTING THE MEMBER'S ABILITY OR WILLINGNESS TO PERFORM THE MEMBER'S DUTIES.

6. A MAJORITY OF THE COMMISSION SHALL CONSTITUTE A QUORUM FOR THE TRANSACTION OF ANY BUSINESS. THE COMMISSION MAY ADOPT ANY OTHER RULES OR PROCEDURES NECESSARY TO ENSURE THE ORDERLY CONDUCT OF BUSINESS.

7. THE CHAIRPERSONS MAY APPOINT SUBCOMMITTEES AS NECESSARY FROM WITHIN THE MEMBERS OF THE COMMISSION TO STUDY SPECIFIC ISSUES.

C. The Governor, President, and Speaker shall ensure that the members of the Commission reflect the diversity of the State as to region, race, and other factors, and shall ensure that both developers and the general public are represented on the commission.

D. The Commission shall plan, organize and sponsor a statewide conference on neighborhood revitalization. The conference will include:

- (1) neighborhood leaders and residents;
- (2) community-based nonprofit interest groups;
- (3) local officials;
- (4) relevant state agencies; and
- (5) private industry.

E. The members of the Commission may not receive a salary, but are entitled to reimbursement for expenses in accordance with the standard State travel regulations.

F. The Commission shall terminate on December 31, 1996.

G. The Department of Housing and Community Development shall provide staff assistance to the Commission.

H. The conference on neighborhood revitalization shall focus on:

- (1) Examining the condition of selected geographically diverse neighborhoods in the State;
- (2) Identifying common factors leading to neighborhood vitality or decline in urban, suburban, and rural areas;
- (3) Identifying models of successful neighborhood revitalization strategies; and
- (4) Evaluating legislation, administrative actions, and other methods to revitalize and strengthen neighborhoods.

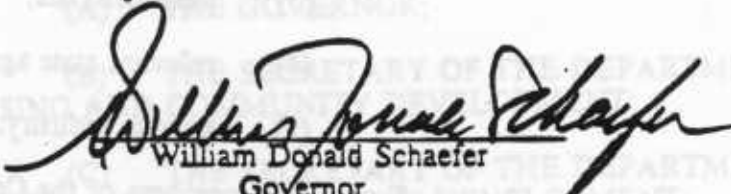
I. The Commission shall submit [an annual] A report to the Governor within 90 days after the conference that:

- (1) Describes the activities of the Commission, with emphasis on the neighborhood revitalization conference;
- (2) Identifies factors contributing to neighborhood decline in both urban and rural areas;
- (3) Makes recommendations to promote economic development, housing, and neighborhood self-help capabilities; and

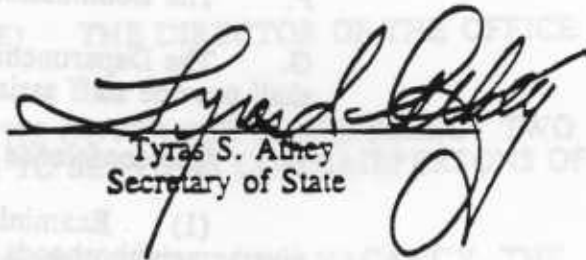
(4) Recommends legislation, administrative actions, changes in tax codes, and other methods to revitalize, promote, and strengthen neighborhoods.

GIVEN Under My Hand and the Great Seal of the State of Maryland, in the City of Annapolis, this 9<sup>th</sup> day of February, 1994.



  
William Donald Schaefer  
Governor

ATTEST:

  
Tyras S. Athey  
Secretary of State

**and the**

# Maryland Commission On Neighborhoods

**present**

## The State's First Neighborhood Conference

## Saturday

**October 15, 1994**

**8:00 a.m. to 5:30 p.m.**

at the

# University of Maryland Medical School Teaching Facility

## **The Mission of the Maryland Commission On Neighborhoods**

***"to establish a Maryland Neighborhood Agenda - that is driven by Maryland citizens, and supported by state executive and legislative action and the private sector - in order to promote a greater quality of life statewide."***



## AGENDA

9:00 - 9:15 a.m.	<p>Opening Remarks  <i>The Honorable Larry Young, State Senator</i>  <i>Co-Chair Maryland Commission On Neighborhoods</i></p> <p>Welcoming Remarks  <i>The Honorable Kurt L. Schmoke, Mayor, Baltimore City</i></p>
9:15 - 10:15 a.m.	<p>Video Tour of Maryland's Neighborhoods and  Neighborhood Exchange (<i>Senator Young and Paul Brophy</i>)</p> <ul style="list-style-type: none"> <li>◆ <i>Small Towns and Rural Neighborhoods</i> <ul style="list-style-type: none"> <li>◆ <i>The Honorable John Hafer</i></li> <li>◆ <i>Iris A. Castellon-Dethmers</i></li> </ul> </li> <li>◆ <i>Suburban Committee</i> <ul style="list-style-type: none"> <li>◆ <i>Jorge L. Ribas</i></li> <li>◆ <i>Michael A. Gaines</i></li> </ul> </li> <li>◆ <i>Urban Committee</i> <ul style="list-style-type: none"> <li>◆ <i>Jacquelyn P. Cornish</i></li> <li>◆ <i>Samuel A. Parker</i></li> </ul> </li> </ul>
10:15 a.m.	Break
10:30 - 10:45 a.m.	Remarks <i>The Honorable William Donald Schaefer, Governor, State of Maryland</i>
10:45 - 11:30 a.m.	Keynote Address <i>Joseph E. Marshall, Jr. Director, Omega Boys Club</i>
11:45 - 1:00 p.m.	<p>Workshop No. 1 Rental Organizing</p> <p>Workshop No. 2 Organizing Against Crime and Drugs</p> <p>Workshop No. 3 Lenders Helping Neighborhoods</p> <p>Workshop No. 4 How To Motivate Your Neighbors</p> <p>Workshop No. 5 Partnering With Local Organizations</p> <p>Workshop No. 6 Neighborhood Business Revitalization</p>
1:00 - 1:45 p.m.	Lunch in Atrium/Networking With Exhibitors
1:45 - 2:15 p.m.	Exchange of Ideas by Gubernatorial Representatives
2:30 - 3:45 p.m.	<p>Workshop No. 7 Organizing Against Crime and Drugs</p> <p>Workshop No. 8 Peer Exchange: Housing Development and  Neighborhood Planning Organizations</p> <p>Workshop No. 9 How To Motivate Your Neighbors</p> <p>Workshop No. 10 Partnering With Local Organizations</p> <p>Workshop No. 11 Motivating Youth to Achieve</p> <p>Workshop No. 12 Neighborhood Business Revitalization</p>
3:45 - 5:15 p.m.	Charting The Future/Door Prize
5:15 - 5:30 p.m.	Conference participants submit nomination of neighborhoods for "Maryland's Five Best"

**Workshop No. 1****Rental Organizing**

(Learn how tenant organizations from around the state were formed and the challenges they overcame to improve living environments)

**Session Leaders**

*Commissioner Samuel Parker  
Commissioner Rudy Arrendondo*

**Room C****Panelists**

*Kathy Dourghy  
Adrian Harpool  
Commissioner Emmanuel Holmes*

**Scribe:** *Jennifer Wittman*

**Workshops Nos. 2 and 7****Organizing Against Crime and Drugs**

(Steps you can take to make your community more secure)

**Session Leaders**

*Commissioner Richard Achenback  
Commissioner Sandra Edmonds Crewe*

**Room A****Panelists**

*Neetu Dhawan-Gray  
Yvonne Magee  
Luther Reynolds  
John and Mary Jo Prendergast*

**Scribe:** *Kichelle Coleman*

**Workshop No. 3****Lenders Helping Neighborhoods**

(Banking experts will discuss how local banks' Community Reinvestment Act requirements can help your neighborhood)

**Session Leaders**

*Commissioner Larry Lyons - Senior Vice President - Peoples Bank of Kent County*

**Room D****Panelists**

*Mike Braswell  
Karen Kolias  
James Caskey  
Wayne Turnquest*

**Scribe:** *Glenda Odom*

**Workshops No. 4 and 9****How To Motivate Your Neighbors**

(Learn how to inspire those around you to join together, meet common goals, remain involved, and take a leadership role in neighborhood issues)

**Session Leader**

*Commissioner Frances Phipps*

**Room B****Presenter**

*Dr. J. Otis Smith  
Stand By Systems II, Inc.*

**Scribe:** *Valerie Threlfall*

**Workshop Nos. 5 and 10**

(Accessing resources offered by local governments, educational institutions, hospitals, local businesses, and religious institutions to strengthen your neighborhood)

**Session Leader**

**Commissioner Iris Castellon-Dethmers**

**Room E**

**Panelists**

**Commissioner Floyd "Pete" Elliott**

**Doris Parren**

**Dr. Elva Tillman**

**Ann Tyler**

**Scribe: Richard Hillman**

**Workshop Nos. 6 and 12**

**Neighborhood Business Revitalization**

(How to stimulate private investment in local neighborhood revitalization)

**Session Leader**

**Commissioner Michael Gaines**

**Commissioner James Gatto**

**Room F**

**Panelists**

**Roy Adams**

**Kathleen R. McDonald**

**James K. Rhee**

**The Honorable Marvin Wilson**

**Scribe: David Schultz**

**Workshop No. 8**

**Peer Exchange: Housing Development and Neighborhood Planning Organizations**

(Building relationships with local neighborhood organizations and other groups with similar housing problems)

**Session Leader**

**Commissioner Vincent Quayle**

**Room C**

**Panelists**

**Marianna Donisi-McCann**

**Jelili Ogundele**

**Wardell Porter**

**Scribe: Jesse Alfrend**

**Workshop No. 11**

**Motivating Youth to Achieve**

(Different approaches to encouraging youth to avoid drugs and violence)

**Session Leader**

**Commissioner Reverend Phillip Hundley**

**Room D**

**Panelists**

**James Magliano**

**Joseph E. Marshall, Jr.**

**Commissioner Ailene Stamper**

**Darius Stanton**

**Scribe: Valerie Threlfall**

**"MARYLAND'S BEST NEIGHBORHOOD" FORM**

Your Name \_\_\_\_\_

Address \_\_\_\_\_

MD

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

County \_\_\_\_\_

Phone No. (Day) \_\_\_\_\_ (Evening) \_\_\_\_\_

Neighborhood being nominated \_\_\_\_\_

List 3 things which make the nominated neighborhood special  
(successful crime watch, after school tutoring, etc.).

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Tell a little about the nominated neighborhood (population, rural,  
urban, suburban, and anything else important).

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Return this form during the**  
**Maryland Commission On Neighborhoods Conference**  
**or mail no later than**  
**October 31, 1994**

**to:**

**Maryland Commission On Neighborhoods**  
**100 Community Place**  
**Crownsville, MD 21032-2023**  
**FAX - 410-987-4660**

## **EXHIBITORS**

***Baltimore City Partnership for Drug-Free Neighborhoods***

***Belair-Edison Community Association***

***Belair-Edison Housing Service***

***Citizens' Scholarship Foundation of America***

***City Wide Coalition***

***Community Building Group***

***Community Rights Coalition of Maryland***

***Druid Heights Community Development Corporation***

***Governor's Commission on Service***

***Maryland Association of  
Family Community Education and Family Community Leadership***

***Maryland Department of Housing and Community Development***

***Maryland Energy Administration***

***Neighborhood Housing Services of Baltimore***

***Neighborhood Reinvestment Corporation***

***Patterson Park Neighborhoods Initiative***

***Treemendous Maryland - Maryland Department of Natural Resources***

***U. S. Department of Housing and Urban Development***

***Washington County Hospital***

***Westside Neighborhood Crime Watch***

## **SPONSORS and CONTRIBUTORS**

***Federal National Mortgage Association (FANNIE MAE)  
NationsBank***

***Treemendous Maryland - Maryland Department of Natural Resources***

***Evergreen Gene's Glen Burnie Nursery***

***Nancy A. Resnick Landscape Design***

